



Tempus



AALBORG UNIVERSITY
DENMARK



EUniAM – Enhancing University Autonomy in Moldova

Staffing autonomy

Task force mission

Chisinau, 2014

Goal of study

- A comparative analysis of the staffing autonomy in the five European countries, the experience and good practices of which will serve as grounds for the development of the proposals to modify the current legal framework of our country.
- The experience of these universities will contribute significantly to the consolidation of university autonomy in the Republic of Moldova.

European University Declaration (2007)

Staffing autonomy refers to university's freedom to recruit and select qualified human resources, its responsibility for contracting work, setting wages, and salary increments according to the value of human potential.

Methodology

This comparative study is based on the criteria and sub-criteria presented in the table below that provides a comprehensive description of all aspects of staffing autonomy.

Indicator 1

INDICATOR	SUBINDICATOR	SPECIFICATIONS
UNIVERSITY FREEDOM TO DECIDE ON RECRUITMENT/HIRING PROCEDURES	The bodies responsible for recruiting/hiring procedures	The bodies' competency
	Recruitment and hiring methods and procedures. Approval/confirmation of recruitment/hire	External approval of hiring
	Types of employment and employment contracts	Length of employment
	Terms for access to positions in higher education. Academic career	Description of functions and merging of procedures
	Job list of the institution	Methodology and approval

Indicator 2

INDICATOR	SUBINDICATOR	SPECIFICATIONS
UNIVERSITY FREEDOM TO DECIDE ON PROMOTIONS	Staff evaluation	Procedures, internal or external evaluation
	The role of students in the promotion of academic staff	Student evaluation of the staff
	Academic mobility of the academic staff and internationalisation politics	Guarantees and compensations for academic staff
	HEI staff freedoms and rights	University autonomy vs. academic freedom. Sabbatical
	Invited academic staff. Conferral of academic titles	Procedures

Indicator 3

INDICATOR	SUBINDICATOR	SPECIFICATIONS
UNIVERSITY FREEDOM TO DECIDE ON WORKLOAD	Academic/teaching load structure	Quantification of activities. Share of activities
	Work programme. HEI staff responsibilities	Number of work-hours per year. Functional responsibilities.

Indicator 4

INDICATOR	SUBINDICATOR	SPECIFICATIONS
UNIVERSITY FREEDOM TO DECIDE ON SALARIES	Salary structure. Incentives	Fixed pay. Variable pay. Partea variabilă. Top and bottom limits
	Structures responsible for setting salaries	Internal or internal structures

Indicator 5

INDICATOR	SUBINDICATOR	SPECIFICATIONS
UNIVERSITY FREEDOM TO DECIDE ON DISMISSAL	Grounds for terminating employment contracts specific for HEIs	Modalities and procedures
	Dismissal of managerial staff	Grounds and competency

COMPARATIVE ANALYSIS – INDICATOR 1

LITHUANIA	SCOTLAND	SWEDEN	DENMARK	ROMANIA
UNIVERSITIES' FREEDOM TO DECIDE ON RECRUITING/HIRING PROCEDURES				
HEI has the right to develop its own procedures, to set its own criteria for employment in so far as they do not contravene the rules of labour law	HEI is completely autonomous in deciding on these procedures. The exercise of this freedom must not conflict with the principle of non-discrimination and equal opportunities.	All institutions are autonomous in relation to the right to set their own recruitment procedures, taking into account the objectives of each institution.	Joint regulatory procedures, both at central and institutional level.	The Government establishes minimum requirements and the institution has the right to derogate from these, having the right to apply more stringent criteria.



COMPARATIVE ANALYSIS – INDICATOR 2

LITHUANIA	SCOTLAND	SWEDEN	DENMARK	ROMANIA
UNIVERSITY FREEDOM TO DECIDE ON PROMOTIONS				
Higher Education and Research Act establishes minimum conditions necessary for evaluating academic staff, and the institution is autonomous to establish its own criteria and procedures.	HEI has the right to establish their own assessment procedures, pledging to ensure that the principle of equal opportunities and will not allow for any discrimination.	The institution is autonomous in determining the criteria and conditions for holding a particular job, as well as the procedure to be followed.	The institution is autonomous in setting their own criteria and procedures for evaluating staff, universities set their own rules.	Institution develop evaluation criteria and monitor their state through the Romanian Agency for Higher Education Accreditation and Certification.

COMPARATIVE ANALYSIS – INDICATOR 3

LITHUANIA	SCOTLAND	SWEDEN	DENMARK	ROMANIA
UNIVERSITY FREEDOM TO DECIDE ON WORKLOAD				
HEIs decide on the distribution of working time, work norms, the accurate determination of the work tasks that need to be completed by a member of the academic community.	HEIs are absolutely autonomous, the normal work week contains 35 hours, the load encompassing teaching, research and administrative activities	The teaching load includes teaching and research, their weight varies from one teaching position to another and distribution activities are carried out at the department level.	The research is part of academic staff's work. HEIs are autonomous at the local level, their departments are responsible for workload standardization.	The teaching load includes teaching and research. Quantification is done within the department. The share of various activities is regulated externally, being the same for the entire country.

COMPARATIVE ANALYSIS – INDICATOR 4

LITHUANIA	SCOTLAND	SWEDEN	DENMARK	ROMANIA
UNIVERSITY FREEDOM TO DECIDE ON SALARIES				
HEI is autonomous to decide on salary system, bonuses, setting different salary increases according to the complexity and volume of the work performed by an employee.	Salary system is fully internal. There is no external authority confirming remuneration system based on the principle of “equal pay for work of the same type”, implemented under the HERA system.	HEIs are autonomous in terms of establishing maximum or minimum wages, but must establish wage system considering the Equal Opportunities Act.	Danish universities are part of the public sector and their wages are established based on collective conventions.	Is limited by the Government, and aims to establish a single system of pay for public sector personnel paid from consolidated state budget.

COMPARATIVE ANALYSIS – INDICATOR 5

LITHUANIA	SCOTLAND	SWEDEN	DENMARK	ROMANIA
UNIVERSITY FREEDOM TO DECIDE ON DISMISSAL				
Takes place in strict accordance with the precepts of the Lithuanian Labour Code.	HEIs have well-established non-discrimination policies for termination of employment, and the grounds for termination are regulated under the general rules of the labour code.	HEIs are free to decide on the economic reasons underlying the termination of employment in case of reduction of workload.	HEI is free to decide upon the relevance of one reason or another, decide to extend contracts upon expiry or find ways to retain teachers in higher education settings	The procedures are stipulated in the labour code, with the exception of dismissal of senior staff.

CONCLUSIONS

The study visits resulted in the following conclusions regarding the five interfaces (**government - university, management - staff; staff - students; university - business environment, and university – internationalization**) :

CONCLUSIONS REGARDING THE FIVE INTERFACES

Ministries of these countries develop personnel policies that institutions follow and implement, taking into account the principle of non-discrimination.

At the same time, ministers have an advisory role in the work of the institution. However, in Romania the line ministry has a main role in coordinating and monitoring all staff-related activities.

CONCLUSIONS REGARDING THE FIVE INTERFACES

Vacancies are filled via open contest. All eligible candidates are free to apply, within the limits of the law, and the hiring process cannot contain discriminatory provisions based on gender, ethnic or social origin, nationality, religion, disability, political opinion, social or economic. The contest methodology cannot contain referrals to seniority or provisions that disadvantage candidates from outside the institution or outside the country. The description of the vacancy is in comprehensive terms that correspond to the real needs of the higher education institution, while taking care not to limit artificially the number of potential candidates. All vacancies are announced both nationally and internationally (except in Romania, where it is announced in the Official Monitor).

CONCLUSIONS REGARDING THE FIVE INTERFACES

The teaching and research activity in the analysed countries is based on the principle of “student-centred learning”. The student is an active partner in promoting a positive environment for learning. Students are actively involved in the process of evaluating the quality of the course and teaching method. Students are part of the Quality Management System. All institutions have teacher performance evaluation systems, in which students are largely involved.

CONCLUSIONS REGARDING THE FIVE INTERFACES

Collaboration with business is a mandatory activity in all visited universities. This is reflected in the fact that each staff member is involved in academic research and conducts research projects. Research is company-specific and is meant to bring real value to that company, as well as an additional income to the institution and the researcher.

CONCLUSIONS REGARDING THE FIVE INTERFACES

All institutions in the five countries developed policies on internationalization. Academic staff mobility for teaching and especially for research is an important criterion in evaluating academics.

CONCLUSION

A comparative analysis of the five systems reveals that there isn't one perfect HR model, but there are best practices from universities with traditions that, adjusted to the socio-economic realities of our country, could have fruitful results, strengthen the institutional capacities of higher education and increase the level of autonomy of the existing HR management, correlating it with the principle of public accountability of every institution – apart from freedom, autonomy also means a high level of responsibility.



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Thank you for your attention!



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